

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP
ON JOB PERFORMANCE WITH TRUST IN LEADERSHIP AS
MEDIATING VARIABLE
(STUDY AT POLRESTA SURAKARTA)**



**Submitted as a Partial Fulfillment of the Requirement for Obtaining a Bachelor
Degree of Management at the Faculty of Economics and Business**

by:

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**MANAGEMENT DOUBLE DEGREE PROGRAM
ECONOMIC AND BUSINESS FACULTY
MUHAMMADIYAH UNIVERSITY OF SURAKARTA
2021**

PAGE OF AGREEMENT

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PUBLICATION ARTICLE

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A handwritten signature in blue ink, appearing to read 'Imronudin', is written over a horizontal line.

(Imronudin, S.E., M.Si., Ph.D)

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APPROVAL PAGE

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THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON JOB PERFORMANCE WITH TRUST IN LEADERSHIP AS MEDIATING VARIABLE (STUDY AT POLRESTA SURAKARTA)

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan transformasional terhadap kinerja anggota dengan kepercayaan pada pemimpin sebagai variabel mediasi di Polresta Surakarta. Populasi dan sampel penelitian ini adalah karyawan Polres Surakarta sebanyak 100 responden. Jenis data yang digunakan pada penelitian ini adalah data primer. Metode pengumpulan data dengan menggunakan kuesioner dan di olah menggunakan alat analisis regresi berganda dan analisis jalur dengan software SPSS 20. Hasil penelitian menunjukkan bahwa ada pengaruh yang signifikan antara variabel kepemimpinan transformasional terhadap kinerja karyawan di Kepolisian Resor Surakarta, ada pengaruh yang signifikan variabel kepemimpinan transformasional terhadap kepercayaan pada kepemimpinan pada Kepolisian Daerah Surakarta dan pengaruh yang signifikan variabel kepercayaan terhadap kepemimpinan sebagai variabel yang memediasi hubungan antara Kepemimpinan Transformasional dengan kinerja karyawan.

Kata kunci: Kepemimpinan transformasional, kepercayaan pada pemimpin, kinerja karyawan

Abstract

This study aims to analyze the effect of Transformational Leadership on the job performance of members with trust in the leader as a moderating variable in the Surakarta Police. The population and sample of this study were employees of the Surakarta Police with a total of 100 respondents. The type of data used in this study is primary data. Methods of data collection using questionnaires and processed using multiple regression analysis tools and path analysis with SPSS 20 software. The results showed that there is a significant influence between transformational leadership variables on job performance in the Surakarta Police, there is a significant effect of transformational leadership variables on trust in leadership in the Surakarta Regional Police and the significant influence of the variable trust on leadership as a variable that mediates the relationship between transformational leadership and job performance.

Keywords: transformational leadership, trust in leaders, job performance

1. INTRODUCTION

The quality of human resources is an important and key capital in achieving organizational goals. Therefore, improving the quality of human resources which includes the willingness, competence, and integrity of employees is very much

needed in every organization, including the Indonesian National Police organization. As one of the government agencies, the National Police of the Republic of Indonesia is required to qualify, skilled, and professional human resources, enforce the law, maintain public order, provide protection, shelter, and service to the community as stipulated in Law no. 2 of 2002.

To achieve superior human resources it seems that there are also various obstacles. The human resource problem is not only experienced by police organizations but also experienced by almost all organizations. Even though the recruitment of police officers has passed various rigorous tests to get the human resources that are waiting for, but when it has been placed in an organization with their respective duties and responsibilities, it will change. These changes can come from internal or external. Internal comes from themselves and external comes from outside themselves, for example from organizational culture, superiors and subordinate relationships, trust in leaders, the leadership style of leaders, and so forth. Departing from this, HR must always be honed and improved so that it can become a superior HR that has the final impact on increasing the performance of members or employees.

The answer is why Human Resource must always be improved because it seems that Indonesia is still classified as a country with low Human Resource. This fact was obtained from Sri Mulyani's speech at the meeting event with the House of Representatives Commission XI on Thursday, September 29, 2019, which was published in the Merdeka.com online news Friday, October 11, 2019. The finance minister explained the position of Indonesia's competitiveness at the level of 50, down 5 compared to 2018 in the 45th position. The data was obtained from the World Economic Forum (World Economic Forum / WEF), Indonesia is still far compared to neighboring countries such as Singapore which came in the first place and Malaysia ranked 27th. Indicators used in measuring the quality of human resources in the report include capacity (the ability of workers based on literacy and education), deployment (level of worker participation and unemployment rate), development

(level and participation of education), and know-how (level of knowledge and ability of workers and the availability of resources)(Yayu Agustini Rahayu, 2019). But the good thing is that Indonesia's Open Unemployment (TPT) rate has improved and Indonesia's Human Development Index (HDI) has increased from initially 0.83% to 71.38%, (Murti Ali Lingga, 2019).

Related to the challenges and hopes of improving human resources in Indonesia, various solutions must be made. Human resource management is inseparable from various problems. But in HR problems, there are various kinds of problems. In fact, from these various problems, not only one or two stand-alone problems, there are even interconnected relations with one another, which results in a connection that decreases or increases the human resources themselves. Like the leadership style, the relationship between superiors and subordinates, organizational culture, within the organization. The low and increasing performance of bureaucracy in organizations results from the impact of the consequences of leadership behavior and managerial style that is often used by top managers in the organizational hierarchy. Feudalistic and paternalistic leadership factors and managerial styles have a great influence on organizational performance (Sondang, 1995) so that to improve performance the leaders are required to be able to foster, mobilize and direct all potential subordinates in their environment, which have different leadership patterns-different from one another.

As one of the importance of leaders with leadership style, they can manage various kinds of resources, especially human resources. Human resources are always attached to any organizational resources as a determinant of the existence and role in contributing towards achieving goals effectively and efficiently (Cholil and Riani, 2003). Conversely, bad leadership will cause damage to a good psychological climate, reduce productivity and excitement of work, increase the frustration of members, increase suffering physically and mentally, cause sufferers of neuro to say among his followers, increase the aggressiveness of his men and cause a lot of open and closed conflicts and cause a lot of social unrest so many leaders both in the upper

echelon and lower echelon find many of their subordinates who are undisciplined in working, making it easy, not being enthusiastic, doing whatever they want, committing crimes. This arises because factors and abnormal leadership are created. After all, there are no good, wise, humanistic, unselfish and overambitious leaders' souls who are not interested in their interests and "crazy of power", and are less able to carry out their responsibilities in leading an organization (Kartono, 2002).

In line with the opinion of Casimir (2006) subordinates' trust in leaders is one of the important things that can affect the effectiveness of transformational leadership in terms of improving performance. Whereas in contrast to subordinates who do not trust their leaders, those who believe in leaders have extra effort and gain more satisfaction because of positive feelings related to trust. In this way, trust acts as a moderator of the relationship of performance with leadership (Podsakoff, 1990 in Casimir, 2006).

From the problems mentioned above, a company needs a leader figure who can motivate, coordinate people or employees into a group work (teamwork), and integrate them into a work situation or climate that is solid and harmonious to achieve common goals. The success or failure of an organization is largely determined by the leader and his leadership style. In line with the opinion of Miftah Thoha (1988: 1) leaders who are responsible for the failure of the implementation of a job. This shows that the leadership position in an organization is very important.

The reason researchers used employees or members, namely members of the Polresta Surakarta as research subjects because within the organization members are the spearhead in organizational activities. Therefore, members are required to be able to carry out their duties as well as possible. On the other hand, the leadership of the organization must also pay attention to his leadership behavior, because it will have an impact on the performance of its members. Members who are understood, fulfilled well with their rights will then provide the best contribution to the interests and goals of the organization. The role of the members' behavior is demanded to include in roles and extra roles. In role is the role requested by an organization from a

subordinate following the job description and following the rewards, while the extra role is the role requested by the company from a subordinate that is not related to the job description of the subordinate or exceeds what it should be. It is very necessary to achieve the effectiveness and success of an organization.

A leadership organization becomes the center of attention because, without a leader who can manage both an organization, the organization cannot achieve success. So leadership is an interesting topic in organizations because an effective leader will be able to revive the organization that is expected to provide instructions, guidance, advice, and encouragement to help members improve their work performance. Hsu, et.al (2002) states that transformational leadership has a large influence indirectly on organizational effectiveness because the nature of transformational leadership is to empower followers to work effectively by building their commitment to new values, providing motivation towards subordinates, contribute their skills, self-confidence and institutionalize organizational changes.

Applying transformational leadership behavior will be able to encourage the increase in individual and group work and can increase the motivation of subordinates and is expected to increase the level of subordinate confidence in superiors. So that subordinates will be motivated to behave more than what is assigned and that influences both the effectiveness of the organization. Although some of the same variables have been widely studied before, no one has examined the subject of Polresta Surakarta. Therefore, based on this background, the authors are interested in researching with the title "The Effect of Transformative Leadership Style on Job Performance With Trust In Leaders as Moderating Variables (At Polresta Surakarta)".

2. METHOD

This research was conducted at the Surakarta Police Station. This type of research is quantitative research. The population in this study were members of the Surakarta Police. While the sample used in this study were 100 samples selected using

purposive sampling technique. The data used in this study consisted of primary data and secondary data.

The primary data in this study were obtained by researchers from distributing questionnaires to employees at the Surakarta Police Station. Secondary data was obtained indirectly from the sample, but obtained from previous researchers, scientific articles, previous literature, and required company documents. The data collection techniques in this study were interviews and questionnaires. while the data analysis method used in this study is using multiple regression analysis and path analysis.

3. FINDINGS AND DISCUSSION

3.1 Findings

3.1.1 Classic assumption test

a. Data Normality Test

The normality test aims to test whether in the regression model, the residual variables have a normal distribution. Testing for normality with the Kolmogorof-Smirnov test where data are declared to be normally distributed if the probability value is above 0.05. The results of this study can be explained in Table.1 as follows:

Table .1 Normality Test Results

Variabel	Kolmogorov – Smirnov	<i>p-value</i>	Description
<i>Unstandardized Residual</i>	0,651	0,790	Normal

Source: Primary data processed, 2021

Based on the results of the normality test in Table 1., it shows that the significance p-value is 0,790. Because the p-value is greater than 0.05 ($0.790 > 0.05$). So it can be concluded that the regression equation in this model has a normal data distribution.

b. Multicollinearity Test

The multicollinearity test was conducted to test whether the regression model found a correlation between the independent variables. In this test, the SPSS software tool can be done by looking at the VIF (Variant Inflation Factory). If the value on VIF is less than 10, then the variable does not experience multicollinearity. Data processing that has been done with SPSS software can be presented in Table 2. as follows:

Table 2. Multicollinearity Test Results

Variabel	<i>VIF</i>	Description
Transformational leadership	1,582	Multicollinearity does not occur
Trust in Leadership	1,582	Multicollinearity does not occur

Source: Primary data processed, 2021

Based on the multicollinearity test results in Table 2, it shows that the independent variables have a VIF value <10 . So it can be concluded that the independent variables in this study did not experience multicollinearity.

c. Heteroscedacity test

This test is used to determine how much the independent variable has a relationship with variance and how much error it causes. The results of this test can be presented in Table 3. as follows:

Table 3. Heteroscedacity Test Results

Variabel	<i>t</i> _{hitung}	Sign.	Description
Transformational leadership	-1,021	0,310	Heteroscedasticity free
Trust in Leadership	-0,941	0,349	Heteroscedasticity free

Source: Primary data processed, 2021

Based on the results of the heteroscedasticity test in Table 3., it shows that the variables in the equation variables have a significant value > 0.05 , which means that the tested variables do not experience heteroscedasticity.

3.1.2 Hypothesis Testing

a. Simple Linear Regression Test Analysis

Multiple linear regression analysis was used to determine the effect of the Transformational Leadership variable on the Trust in Leaders variable. The results of data processing with the SPSS program can be explained in Table 4. as follows:

Table 4. Simple Linear Regression Test Results

Variable	B	Std. Error	t count	Sign.
(Constant)	23,454	3,427	6,844	0,000
Transformational Leadership (X)	0,655	0,087	7,552	0,000
R	0,607	F count	57,306	
R Square	0,368	Probability F	0,000	
Adjusted R ²	0,361			

Source: Primary data processed, 2021

The Effect of Transformational Leadership (X) on Trust in Leaders (M). Test steps:

1) The composition of the hypothesis

$H_0 : \beta = 0$, it means that partially there is no positive and significant influence of transformational leadership on trust in leaders

$H_1 : \beta \neq 0$, it means that partially there is a positive and significant influence of transformational leadership on trust in leaders

2) Level of significant = 0.05

3) The value of t table = $t_{\alpha/2; (n-k-1)}$1

$$= t_{0.025; 100-2-1}$$

$$= 1,984$$

Ho is accepted if $-t_{table} < t_{count} < t_{table}$

Ho is rejected if $t_{count} > t_{table}$ OR $-t_{count} < -t_{table}$

4) The value of t_{count}

Based on the results of the computer calculation of SPSS version 20.00, the tcount was 7,552.

5) Conclusion

Based on the results of these calculations, the value of $t_{\text{count}} = 7,552 > t_{\text{table}} = 1,984$ and a p-value of $0,000 < 0,05$, H_0 is rejected, which means that there is an influence of transformational leadership variables on trust in leaders.

b. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of transformational leadership variables and trust in leadership on job performance variables. The results of data processing with the SPSS program can be explained in Table 5. as follows:

Table 5. Multiple Linear Regression Test Results

Variabel	B	Std. Error	t count	Sign.
(Constant)	19,814	4,663	4,250	0,000
Transformational Leadership	0,505	0,122	4,133	0,000
Trust in leadership	0,229	0,113	2,027	0,045
R	0,582	F count	24,795	
R Square	0,338	Probability F	0,000	
Adjusted R ²	0,325			

Source: Primary data processed, 2021

Based on the results of the analysis, multiple linear regression equations can be drawn up as follows:

$$Y = 19,814 + 0.505 X + 0.229 M + e \dots \dots \dots 2$$

The interpretation of each variable coefficient is as follows:

- 1) The constant value is 19,814, this shows that if the variables of Transformational Leadership (X) and Trust in Leadership (M) are considered constant, the Job Performance will be positive.
- 2) The regression coefficient on the Transformational Leadership variable is 0,505 which implies that every 1 addition to the Transformational Leadership value, the job performance value increases by 0,505.

- 3) The regression coefficient on the Trust in Leadership variable is 0,229 which implies that for each addition of 1 value of Trust in Leader, the value of job performance increases by 0,229.

c. F test

The F test basically shows whether all the independent variables included in the model have a simultaneous influence on the dependent variable. The calculation results show that the independent variables simultaneously have an influence on the dependent variable. This can be proven from the calculated F value of 24.795 with a probability value of 0.000 less than 0.05 ($0.000 < 0.05$). So it can be concluded that there is a joint (simultaneous) influence between transformational leadership and trust in leaders on job performance.

d. Determination Coefficient Test (R²)

Table 6. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,582 ^a	0,338	0,325	3,90151

Source: Primary data processed, 2021

Based on the test results of the coefficient of determination in Table 6, it shows that the value of the coefficient of determination (R²) is 0.338. This implies that the effect of transformational leadership and trust simultaneously on job performance is 33.8% and the remaining 66.2% is influenced by other variables.

e. Path Analysis

Path analysis is used to ascertain and determine whether an independent variable can be classified as a mediating variable. Testing the direct and indirect effect of transformational leadership variables on job performance with trust in the leader as a mediating variable in this study was

carried out using the Sobel test, while the formula used in the Sobel test is as follows:

$$sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 \cdot sb^2} \dots\dots\dots 3$$

Information:

Sa = standard error coefficient a

Sb = standard error coefficient b

b = coefficient of the mediating variable

a = coefficient of the independent variable

Based on the formula above, the magnitude of the effect of mediation as indicated by the multiplication of the coefficient (ab) of the single test is as follows:

$$\begin{aligned} sab &= \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 \cdot sb^2} \dots\dots\dots 4 \\ &= \sqrt{(0,229)^2 (0,122)^2 + (0,505)^2 (0,113)^2 + (0,122)^2 \cdot (0,113)^2} \\ &= \sqrt{0,052441 \cdot 0,014884 + 0,255025 \cdot 0,012769 + 0,014884 \cdot 0,012769} \\ &= \sqrt{0,0007805318 + 0,003256414 + 0,0001900538} \\ &= \sqrt{0,004227} \\ &= 0,06501 \end{aligned}$$

Based on the results of the multiplication of ab above, then to calculate the t statistical effect of mediation, the following formula is used:

$$\begin{aligned} t &= \frac{ab}{sab} \dots\dots\dots 5 \\ t &= \frac{0,655 \times 0,229}{0,06501} \\ t &= \frac{0,152285}{0,06501} \\ t &= 2,342 \end{aligned}$$

Because $t_{\text{count}} = 2.342$ is greater than t_{table} at a significance level of 0.05, namely 1.96, it can be concluded that there is a mediating effect of trust in mediating the relationship between transformational leadership variables on job performance.

3.2 Discussion

3.2.1 The influence of transformational leadership on job performance

Based on the results of the analysis, it is known that in the first hypothesis regarding the effect of transformational leadership on job performance, the value of $t_{\text{count}} = 4,133 > t_{\text{table}} = 1,984$ and a p-value of $0,000 < 0,05$, H_0 is rejected, which means that there is an influence of transformational leadership variables on job performance.

Transformational leadership is leadership that changes the personal values of followers to support the vision and goals of the organization by maintaining a conducive environment where relationships can be built and stabilizing a climate of honesty where goals can be shared (Cetin and Kinik, 2017). Transformational leadership will lead the organization to the goals and results that are better than before.

Hughes, Ginnett, and Curphy (2012) state that transformational leaders have vision, expertise in communication, and manage good impressions and develop strong emotional bonds between leaders and subordinates. This will trigger motivation and feelings of subordinates to always be ready to realize the vision and mission of the organization. The results of this study supported the results of research conducted by Murtiningsih (2015) and Nokwanda et.al (2016) which state that transformational leadership has an effect on job performance.

3.2.2 The Influence of Transformational Leadership on Belief in Leadership

Based on the results of the analysis on the second hypothesis regarding the effect of transformational leadership on trust in leadership, the $t_{\text{count}} = 7,552 > t_{\text{table}} = 1.984$ and the p-value $0,000 < 0.05$, H_0 is rejected, which means that there is a variable effect of transformational leadership on trust in leadership. .

Bass (Utaminingsih, 2017) states that subordinate trust is a logical consequence of transformational leadership, because trust is an essential factor in change management and is needed for risk taking which is an integral part of organizational transformation, and transformational leadership is often identified through its impact on attitudes, values, assumptions, and commitments of the followers. If subordinates are willing to change their attitudes, values, assumptions and commitments in such a way that they are in line with their organization, it is believed that they have a high level of trust in the integrity and credibility of their leaders (Nugraheni, 2005).

Trust is needed in leadership, followers who trust their leader are willing to be criticized for their mistakes. This is because subordinates believe that their interests and rights will not be abused (Robbin, 1995). Inconsistency between words and actions will reduce subordinates' trust in the leader (Casimir, 2006). The results of this study supported the results of research conducted by Muslichah (2018) and Murtiningsih (2015) who found that transformational leadership affects belief in leadership.

3.2.3 The influence of trust on leadership as a mediating variable for the relationship between Transformational Leadership and Job Performance.

Based on the results of the Path analysis using the Sobel test, it is known that the magnitude of the t value = 2.342 is greater than the t table at the 0.05 significance level, namely 1.96, it can be concluded that there is a mediating effect of trust in mediating the relationship between transformational leadership variables on job performance.

Leadership effectiveness depends on being able to earn the trust of followers. In this era of globalization, people turn to personal relationships as guidelines and quality. These relationships are generally determined by the level of trust in the leader (Robbins, 2003). Cahya (2009) states that one of the key reasons why subordinates feel motivated by transformational leaders is that they trust and respect their leader. The results of this study supported the results of research conducted by Sosik, Kahai,

& Avolio (2010) and Muslichah (2018) who found that transformational leadership has a direct and indirect relationship with performance with trust in leadership as a mediating variable.

4. CONCLUSION

4.1 Conclusion

Based on the results of the analysis regarding the effect of transformational leadership on job performance with trust in leadership as a mediating variable at the Surakarta Police, the following conclusions can be drawn:

- 1) There is a significant influence between transformational leadership on job performance at the Surakarta Police
- 2) There is a significant effect of transformational leadership variables on trust in leadership at the Surakarta Police
- 3) There is a significant influence of the trust variable on leadership as a variable that mediates the relationship between Transformational Leadership and Job Performance.

4.2 Suggestions

Based on the research results and conclusions, it has several suggestions, including:

- 1) Institution / Company

To be able to improve job performance, it is expected to pay attention to the factors of Transformational Leadership, for example, leaders are assertive, honest, democratic, flexible, rational and objective towards employees because Transformational Leadership has an effect on Job Performance.

- 2) Institution leaders

It is hoped that the leadership of the institution can create a working relationship that can create trust in the leader. So that through the trust that has been formed, job performance can increase.

- 3) Further Researchers

For further research, it is hoped that it can add several other variables that can affect job performance such as work environment, discipline and motivation.

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